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ABSTRACT

One of 33 self-paced instructional modules for training industry services leaders, this module contains three sequential learning activities on developing training agreements between the various parties involved in an industry services program. (Industry services is defined as job recruitment, training, and/or placement services provided by public agencies to new and expanding private industry.) The first learning activity is designed to provide the learner with the needed background information on training agreements, which primarily address the client company, State and local agencies, instructors, and trainees. The second provides for application in a practice situation. The final check-out activity allows the learner to develop training agreements in real work situations where he is employed or when serving as an intern learner. Feedback devices (learner self-test and performance checklist) are included for use by the learner and instructor/supervisor to assess progress. Case study information and forms are presented in the appendix for guidance in performing the objectives: Trainee affidavit, instructor's reimbursement sheet, training agreement form, equipment agreement form, and lead-time schedule. (JT)

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MODULE NUMBER III-A

DEVELOPING TRAINING AGREEMENTS

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SELF-PACED INSTRUCTIONAL MODULE

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INSTRUCTIONAL PROCEDURE

This module contains two sequential learning activities and a final check-out activity. A brief overview precedes each learning activity and the final check-out activity. Each learning activity and the final check-out activity provide learning experiences to help you accomplish the objectives. Feedback devices (learner self-test, worksheet, and performance checklist) are provided to help you determine when each objective has been accomplished. Case study information is presented in the appendix to guide you in performing the learning activities.

The first learning activity is designed to provide you with the needed background **information**. The second learning activity is designed to give you an opportunity to apply that information in **practice** situations. The **Check-Out Activity** is the final learning activity. It is designed to allow you to develop training agreements in real work situations, such as when you are employed or when you are serving as an intern learner. The **Performance Checklist** (Appendix A) is used by the learner and the instructor/supervisor to assess progress. The checklist is applicable for both practice performance and performance in the real work situation.

After reading the **Objectives** and the **Introduction** on pages 2 and 3, you should be able to determine how much of this module you will need to complete before the **Check-Out Activity**.

* If you already have the necessary **background information** required for developing training agreements, you may not need to complete **Learning Activity I**, p. 4.
* If you already have had **practice** in developing training agreements, you may not need to complete **Learning Activity II**, p. 15.
* Instead, with the approval of your instructor or supervisor, you may choose to proceed directly to the **Check-Out Activity**, p.16, and develop a training agreement when you have access to a **real work situation**.

Your instructor or supervisor may be contacted if you have any difficulty with directions, or in assessing your progress at any time.

SUPPLEMENTARY TEACHING/LEARNING AIDS

An effort has been made to make this module as self-contained as possible. The information contained in the module should be sufficient to develop "entry-level" knowledge and skills. However, more information is available on this topic. The advanced learner may wish to attain higher levels of knowledge and skills.

A list of resources which supplement those contained within the module follows. Check with your instructor or supervisor (1) to determine the availability and the location of these resources, and (2) to get assistance in setting up additional learning activities.

Learning Activity I

* Law books on contract writing

Learning Activity II

* (None identified)

Check-Out Activity

* An attorney who deals in contract writing for schools, businesses, and industries

OBJECTIVES

I. After completing the required reading, take the learner self-test to demonstrate you have the knowledge to develop training agreements. You should complete all items correctly. **(Learning Activity I)**

II. After analyzing the performance instructions, complete the designated practice learning experiences in planning and developing a training agreement for an industry services project. The practice work must conform to the training agreement forms and the performance checklist found in the appendices. **(Learning Activity II)**

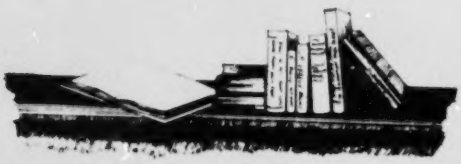
III. In a real work situation, develop a training agreement for an industry services project. Your performance will be judged satisfactory if all the items on the performance checklist (Appendix A) are rated "yes." **(Check-Out Activity)**

DEVELOPING TRAINING AGREEMENTS

INTRODUCTION

Before starting a specific industry services program, all individuals perf rming activities in planning and conducting the training program must have a clear understanding of what will be expected of them. The planning stage for the industry services leader includes determining what tasks must be performed, who will be responsible for them, and getting those concerned to agree concurrently. Getting each person to agree to initiate and complete certain responsibilities of an industry services program comprises the heart of a training agreement. The training agreements primarily address (1) the industry services leaders, (2) the client company, (3) state and local agencies, (4) instructors, and (5) the trainees. A mutual and unclouded understanding among these groups is paramount to the successful completion of the training program.

In this unit, you will learn about the responsibilities each person must perform in order to implement a successful industry services program. The knowledge and skills gained from completing this module will enable you to develop training agreements when the occasion arises.



LEARNING ACTIVITY I: INFORMATION

You should study carefully the information presented on the following pages. You may want to acquire additional information on agreement writing from law books. After reading these materials, you will demonstrate your ability to develop agreements for industry services programs by completing the **Learner Self-Test**, p. 13 . You will be evaluating your knowledge by comparing your self-test answers with the **Answers to Self-Test**, p. 14.

I. TERMS UNIQUE TO MODULE

A. **Contract**. Used interchangeably with term, "agreement."

B. **Curriculum**. Compilation of all instructional media and materials used in a training program.

C. **Channels of commerce**. The distribution/sale of goods which have been manufactured in an institutional training program.

D. **Trainee affidavit**. A written statement of understanding which designates that the educational institution is in control of pre-employment training as opposed to a specified industry. It is signed by the trainee during enrollment procedures.

E. **Training agreement**. A document (or forms) which depicts in writing the responsibilities which have been agreed upon by various individuals or groups involved in industry services.

F. **Training manual**. A curriculum document used by the trainee to gain knowledge of industry skills and responsibilities.

G. **Workmen's compensation**. Amends which are made to workers or former workers as a result of injury, damage, or unemployment.

II. FACTORS THE TRAINING INSTITUTION MUST CONSIDER WHEN INITIATING A TRAINING PROGRAM

A. **Developing rapport with client company**. A written agreement may not be acceptable by the client company unless the industry services leader first establishes the proper rapport with industry and agency representatives. A written agreement

might not be appropriate for some industry services programs. In instances where long-term services will be provided for an industry, a written agreement may be prepared by an attorney experienced in such matters. The purpose of the information which follows is to inform the reader of the many possible considerations in drafting agreements for industry services activities. The industry services leader must apply this information in real work situations in a professional manner.

B. **Paying salaries for instructional personnel.**

C. **Securing a trainee affidavit from each learner enrolled, stating such conditions as the following:**

1. The trainee fully understands that he/she has voluntarily enrolled in the training program to improve skills or learn new skills in order to qualify for a job in industry.
2. The trainee fully understands that the training program is sponsored by the training institution, the instructor is employed by said agency, and this course is not controlled by any single industry.
3. The trainee realizes that there is no tuition for training, and that he/she will not be paid a wage while in training as a student; therefore, there is no workmen's compensation coverage during the training period.
4. The trainee agrees to take the General Aptitude Test Battery (GATB), and other tests as required, which will be administered by the employment service, acting in conjunction with the industry services program.

   The GATB is appropriate for guidance and counseling of applicants for the training program, but should not be the sole basis for selection or rejection of applicants for training or employment.
5. The trainee understands that his/her training may be halted by the instructor or the industry services leader if progress is not satisfactory.
6. The trainee understands that enrollment in the training program neither obligates him/her to accept employment with a specific company, nor does it provide assurance of being offered employment upon successful completion of the program provided. Also, he/she may accept or reject any job offered if so desired.

A sample trainee affidavit is presented in Appendix B. This is an important subpart of written agreements in industry services, although this agreement must be handled separately from technical, front-end agreements related to planning and conducting a training program. The trainee affidavits are usually signed by the trainees during enrollment procedures.

It should be noted that this section would not be applicable for an in-plant training program for an existing client company. Trainees would already be employed by the industry, and few, if any, additional trainees would be recruited.

D. **Tasks to be negotiated between training institution and client company prior to implementing a training program:**

1. Securing qualified personnel to perform industrial training
2. Furnishing some, any, or all supplies for the training program
3. Furnishing some, any, or all equipment for the training program
4. Furnishing facilities for the training program
5. Advertising the training program
6. Renovating facilities for the training program
7. Furnishing utilities for the training program
8. Installing special machinery in training institution building
9. Transporting and placing state and local equipment for use during in-plant training program
10. Maintaining the equipment
11. Making installation of equipment at training site
12. Responsibility for equipment in transporting and handling
13. Furnishing manpower and equipment to load and/or unload equipment
14. Transporting equipment from the training site when training program is completed
15. Providing a course curriculum for the training program
16. Developing a special course curriculum for the program
17. Compiling or developing training manuals and audiovisual training aids

III. FACTORS THE CLIENT COMPANY MUST CONSIDER WHEN AN INDUSTRY SERVICES PROGRAM IS BEING IMPLEMENTED

A. Permit and assist the training institution in conducting a follow-up study of individuals trained.

B. Permit the industry services staff to interview workers, take still pictures at work stations, and videotape task procedures.

C. Render any reasonable assistance to the training institution in monitoring the operation of the training program.

D. Insure that no product made during the training program will be entered into channels of commerce.

E. Assist in securing instructors for the training program.

F. Pay differences in salaries necessary to secure qualified instructors.

G. Provide transportation of special equipment to be used in training.

H. Provide supplies for use in the training program at cost prices.

I. Provide equipment layout, a suggested floor plan, and utility requirements.

J. Provide a qualified consultant during the planning and conducting of the training program.

K. Permit the training institution and vocational-technical education division to use the program in advertising campaigns.

L. Provide the industry services leader with a letter stating whether or not the client company considered the training program successful. Positive information might later be used by permission of the company representative for vocational-technical education publicity.

M. Provide the necessary paper work for reimbursement required by the training institution.

N. Furnish some, any, or all supplies for the training program.

O. Furnish some, any, or all equipment for the training program.

P. Furnish facilities for the training program.

Q. Provide instructors for the training program.

IV. FACTORS THE TRAINING INSTITUTION MUST CONSIDER WHEN OBTAINING EQUIPMENT TO BE USED IN THE TRAINING PROGRAM

A. Make available a list of equipment to industry for training.

B. Monitor use of equipment to insure equipment use conforms to agreements.

C. Make equipment available in training for a specified amount of time.

V. FACTORS THE CLIENT COMPANY MUST CONSIDER WHEN OBTAINING EQUIPMENT TO BE USED IN THE TRAINING PROGRAM

A. Agree that the equipment is public property of the state, that it is assigned to the training institution, and is only on loan to the industry for training purposes, as stated in the industry services agreement.

B. Agree that the equipment placed in the industry is for training purposes only and will not be used in the manufacture of any part of a product that will enter into channels of commerce.

C. Agree that any violation in use of the equipment will be grounds for the training institution to request the return of public equipment herein described.

D. Utilize equipment only during the training period, and free the equipment immediately after the training program ends.

E. Permit the representative of the training institution free access to monitor the use of the equipment for training purposes.

VI. INVOLVING INSTRUCTORS IN AGREEMENTS

It is very important that instructors be recruited as soon as possible and involved in any agreements concerning the instructional program and materials. Too often it is assumed that instructors recruited from a client company will understand their roles in preparing for the training program. They should be thoroughly familiar with their roles to allow for needed instructional preparation.

VII. OBTAINING CONCURRENCE OF TRAINING AGREEMENTS FOR ALL CONCERNED PARTIES

During the initiation of the training agreement, the industry services leader must be willing to render a training service. The industry services leader must develop and maintain a congenial, professional relationship with the client company. He/she must make available every possible avenue to insure that the most efficient, tailor-made training program is provided for the employment needs of the client company. In summary, the industry services leader must be aggressive, but **flexible**.

VIII. FORMULATING THE AGREEMENTS IN WRITING

There are many forms the written agreement may take. Sample forms for collecting information needed in the agreement are presented in Appendix C. Case-study information is shown in Appendix E. The lead-time schedule shown in Appendix D is an objective type form for managing specific items covered in the initial written agreement. Copies of the forms used should be made available to each person assigned the responsibilities. Additionally, a copy should be made available to any agency or representative who has input or makes decisions regarding any aspect of the specific training program.

The agreements should consist of facts written in as few words as possible, which are easily interpreted, highly visible, and easily retained.

Industry services agreements are seldom deliberately broken. Too often, the agreements are forgotten or given low priority in regard to other responsibilities of persons involved in the program. The industry services leader must be constantly alert to this problem and offer assistance when necessary.

IX. SUMMARY LIST OF AGREEMENT FORMS MOST LIKELY REQUIRED FOR INDUSTRY SERVICES PROGRAMS

The following forms may be requested from the state coordinator of industry services for use in planning, conducting, and evaluating industry services programs. Several of these forms are contained in the appendices of this module.

A. **Training responsibilities.** This is a three-column list indicating responsibilities of: (1) the state department of education, vocational-technical division;

(2) the local institution that will be conducting the training; and the (3) local industry for which training is to be performed. This sheet should clarify the purposes and functions of the three participating groups in providing and receiving training.

B. **Training lead sheet**. This form is to be used by the training institution to notify the state division of vocational-technical education in advance of anticipated training programs to insure proper budgeting and equipment procurement. Additional use of this form would be made by the state coordinator of industry services to provide information for the state staff for vocational-technical education and the vocational-technical director of the local training institution.

C. **Training project request**. This form is to be used by the local school as a front sheet in preparing a training project request. This form contains basic information and an outline of the fundamental steps in preparing the training project. This form and the other supplemental forms should be filled out in advance of the actual training with sufficient time allowed for processing and procuring materials, supplies, and equipment for the training project.

D. **Training project budget summary sheet**. This is a from to be used as part of the training project to provide budget information. This form will show the anticipated sources of funds for the training project from the three participating sources. This form should be submitted as part of the training project request form and used as a second sheet in the request.

E. **Application for approval in advance for aid for special adult classes in vocational-technical education**. This form is a standard application for adult monies to reimburse teachers' salaries and should be used as one of the basic forms in the training project.

F. **List of equipment needed with specifications and request for approval to advertise for bids**. This is an equipment request to be used in the training project when equipment is not available at the local training institution.

G. **Request for approval to advertise for bids for training supplies that cannot be provided locally**. This form is a special form to be used in making requests for approval to buy supplies for training when it is agreed by all parties that his request is essential to the training program. If it is necessary to use this form, it should be made part of the training project request.

H. **Training agreement**. The training agreement should be initiated before any training is to be conducted. This agreement will clarify the position of the local training institution and the industry as to who will be responsible for the various phases of the training program. This agreement should be secured and made a part of the training project request.

I. **Equipment agreement**. This form is to provide an agreement procedure to be used any time the local training institution is to place equipment within an industrial compound for the purpose of training. This agreement should clearly define the responsibilities of the training institution and the industry in regard to utilization, delivery, and maintenance of equipment. This agreement, where applicable, should be made a part of the training project request.

J. **Instructor's reimbursement sheet**. This form is to provide a uniform record for the local school when that school is reimbursing industry rather than the individual for instructional salaries. This form should be secured from persons who are instructing while on the payroll of the company receiving training. This form should be maintained by the school for auditing purposes.

K. **Trainee affidavit**. This form should be used as a sample trainee affidavit. For the protection of the school and the industry, this form should be secured from each trainee and kept on file at the local school.

*Continue this learning activity by completing the **Learner Self-Test** which follows.

LEARNER SELF-TEST

This is a checkpoint knowledge test needed before proceeding to the actual task of formulating a training agreement. Check whether each statement is True (T) or False (F). Check your answers with the **Answers to Self-Test** which follow. If you fail to complete all items correctly, you may want to refer back to parts of the module information.

		True	False
1.	The training institution normally pays salaries for instructional personnel.	_____	_____
2.	The industry representatives should permit the industry services staff to interview workers to collect training information.	_____	_____
3.	A trainee affidavit is secured by the client company.	_____	_____
4.	Providing instructional supervision is part of the training institution's responsibility.	_____	_____
5.	The training institution usually promotes and publicizes the training program.	_____	_____
6.	Recruiting trainees is usually not a function of the training institution.	_____	_____
7.	Trainees are mildly coerced into enrolling into an industry services training program.	_____	_____
8.	Trainees should understand that the training program is provided by the local training institution.	_____	_____
9.	Trainees usually receive a nominal stipend during the program.	_____	_____

10. The trainee understands that his/her enrollment in the training program does not guarantee employment at the end of the training period.

_____ _____

ANSWERS TO SELF-TEST

1.	True	6.	True
2.	True	7.	False
3.	False	8.	True
4.	True	9.	False
5.	True	10.	True

*Proceed to the next learning activity for practice in developing a training agreement.

LEARNING ACTIVITY II: PRACTICE PERFORMANCE

You will be required to practice developing a training agreement for an industry services project. Several sub-activities must be completed before the agreement can be completed. You must read the **Case Study Information** found in Appendix E. You must use the forms presented in Appendix C to collect information to be included in the agreement. You will be evaluating your performance in developing a training agreement, using the **Performance Checklist** from Appendix A.

I. Identify persons who would most likely be involved in the industry services program. This would include representatives from the industry, training institution, and employment service.

II. Read the **Case Study Information** shown in Appendix E. Using this information and your best judgement, determine the previous commitments which have been made to the industry. Refer to the agreement forms in Appendix C, and apply these forms to the case study information. Using your best judgement as to how the various parties would respond, record the responsibilities of the agencies involved in the industry services program.

III. Prepare a written agreement of the responsibilities identified above. Be as specific as possible regarding dates for which responsibilities are to be carried out, and the costs associated with these responsibilities. Indicate any adjustments which might be needed during the planning and conducting of the industry services. You may use a format similar to the case study information. Your written agreement will be judged for quality and accuracy by your instructor or supervisor using the **Performance Checklist** (Appendix A). All items on the checklist must be rated "yes."

*Completion of the previous learning activities should have prepared you for developing a training agreement in a real work situation. Proceed to the **Check-Out Activity**.

CHECK-OUT ACTIVITY: PERFORMANCE IN REAL WORK SITUATION

This activity is to be conducted in an actual on-the-job situation. It may be completed without completing the two learning activities, if you think you have the proficiency to do so.

Depending upon the extent of the services to be provided for the client company, you may wish to consult with an attorney concerning the agreement.

In a real work situation, develop a training agreement for an industry services program which will indicate the responsibilities of persons and/or agencies committed to the program. Your written agreement will be judged for clarity and accuracy by your instructor or supervisor using a checklist. All items on the **Performance Checklist** (Appendix A) must be rated "yes."

*After completing the **Check-Out Activity**, you may select another module for study. Your instructor or supervisor may be contacted if you have any difficulty in selecting a module.

APPENDIX A

PERFORMANCE CHECKLIST

Developing a training agreement.

INSTRUCTIONS: If the performance is satisfactory, write YES in the space provided. If the performance is unsatisfactory, write NO in the space. Each item must be rated "yes" for satisfactory task performance.

1. The agreement thoroughly described the responsibilities of all parties concerned. ☐
2. The agreement cited each person/group for which each responsibility will be charged. ☐
3. The agreement was written using clear, concise, and unambiguous language. ☐
4. Time and cost factors for each responsibility were clearly specified. ☐

APPENDIX B

(Training Institution)
INDUSTRIAL TRAINING PROGRAM

Trainee Affidavit

(When registering, or previous to first class meeting, the following will be discussed with all students and each will be asked to sign the affidavit.)

1. I fully understand that I am voluntarily enrolling in a class of instruction to improve my skill or learn a new skill so as to qualify for a job in industry.
2. I fully understand that this instruction is furnished by the **(training institution)** Industrial Training Program, the instructor is employed by said agency, and this course is not controlled by any single industry.
3. I realize that there is no tuition for this training and that I will not be paid while in training as a student; therefore, there is no workmen's compensation coverage during the training period.
4. I agree to take the General Aptitude Test Battery administered by the (state) employment service, acting in conjunction with the **(training institution)** Industrial Training Program.
5. I fully understand that my training may be halted by the instructor or the supervisor of the **(training institution)** Industrial Training Program if my progress is not satisfactory.
6. I understand that by accepting this training, I am not under obligation to accept work with any specific firm, nor am I assured of being offered employment upon successful completion. Also, I may accept or reject any job offered me as I so desire.

Signed _____

Date _____

APPENDIX C

INSTRUCTOR'S REIMBURSEMENT SHEET

(To be maintained by school when industry is to be reimbursed for instructor)

School District	Industry
Address	Address

TRAINING PROGRAM (Course title or other description) _____

_____

_____

This to certify that I taught _____ hours in the above named training program and received $ _____ per hour compensation during this time for a total of $ _____. This covers the period from _____ to _____.

Signed _____

Address _____

_____

Date _____

APPENDIX C (Cont'd)

TRAINING AGREEMENT FORM

PURPOSE: To provide a written document of mutual understanding on the part of industry and the training institution.

AGREEMENT: It is mutally agreed between the _____ training institution and _____ industry located at _____, that:

I. The training institution (public school named herein) agrees:

A. To pay salaries for instructional personnel not to exceed _____ per hour.

B. To _____ Not to _____ secure qualified personnel to conduct industrial training.

C. To secure a trainee affidavit from each student enrolled, stating his/her position in this training program. (Affidavit will be collected and filed by the training institution.)

D. To provide administrative supervision (institution employed) of instructional program.

E. To _____ Not to _____ furnish some _____ any _____ all _____ supplies for this training project. (NOTE: Specify.)

F. To _____ Not to _____ furnish some _____ any _____ all _____ equipment for this training project. (NOTE: Specify.)

G. To _____ Not to _____ furnish facilities for this training project.

H. To _____ Not to _____ advertise this training program.

I. To _____ Not to _____ renovate facilities for this training project.

J. To work jointly with the industry and employment agency in promotion of the training program and recruitment of suitable students.

K. To provide a top flight instructional program for the trainees.

L. To furnish the participating industry with rating sheets showing the trainees' progress, performance, and personal adjustment.

M. To _____ Not to _____ furnish utilities for the training program.

N. To _____ Not to _____ install special machinery in training institution building.

O. To _____ Not to _____ place state and local equipment in in-plant training program. (NOTE: Specify and secure equipment agreement.)

P. To _____ Not to _____ provide a course curriculum for this project.

Q. To _____ Not to _____ develop a special course curriculum for this project.

II. The industry (named herein) agrees:

A. To _____ Not to _____ furnish some _____ any _____ all _____ supplies for this training project. (NOTE: Specify.)

B. To _____ Not to _____ furnish some _____ any _____ all _____ equipment for this training project. (NOTE: Specify.)

C. To _____ Not to _____ furnish facilities for this training project. (NOTE: Specify.)

D. To permit and aid the training institution to conduct a follow-up study of individuals trained (October following FY trained).

E. To render any reasonable assistance to the training institution in monitoring the operation of the training program.

F. To insure that no product made during the training program will be entered into channels of commerce.

G. To assist in securing instructors for this training project.

H. To pay difference in salary necessary to secure qualified instructors. (NOTE: Specify.)

I. To provide for transportation of special equipment to be used in training.

J. To purchase any unused supplies at cost prices.

K. To provide equipment layout, suggested floor plan, and utility requirements.

L. To provide a qualified consultant.

M. To _____ Not to _____ provide instructors for the training project.

N. To permit the training institution and vocational division to use this program in advertising campaigns.

APPENDIX C (Cont'd)

O. To give the training institution a letter stating the success or failure of this training program.

P. To provide the necessary paper work for reimbursement, etc., required by the training institution.

Training Institution

Date: _____ By: _____

Industry

Date: _____ By _____

APPENDIX C (Cont'd)

EQUIPMENT AGREEMENT FORM

(To be used when school equipment is to be placed in industry)

PURPOSE: To provide a written document showing ownership, utilization, and maintenance responsibility of equipment.

AGREEMENT: It is mutually agreed between the _____ training institution and _____ industry located at _____ that:

I. The training institution (public school named herein) agrees:

A. To make available the attached list of equipment to industry for training.

B. To _____ Not to _____ maintain the equipment in condition as is at delivery point.

C. To _____ Not to _____ transport the equipment to the industrial training site.

D. To _____ Not to _____ make installations at the industrial site.

E. To make equipment available for training for the period of _____ to _____.

F. To _____ Not to _____ be responsible for equipment in transporting and handling.

G. To monitor use of equipment to insure equipment use conforms to this and other agreements.

H. To _____ Not to _____ furnish manpower and equipment to load and/or unload equipment.

II. The industry (named herein) agrees:

A. That the equipment is public property of the State of _____ assigned to (training institution named herein) and is only on loan to the industry for training purposes as stated in the training agreement.

B. That the equipment placed in the industry is for training purposes only and will not be used in the manufacture of any part of a product that will enter into channels of commerce.

C. That any violation of the equipment will be grounds for the training institution to ask for the return of public equipment herein described.

D. To _____ Not to _____ maintain the equipment in condition as is at delivery point.

E. To _____ Not to _____ make installations at the industrial site.

F. To utilize equipment during the training period of _____ to _____ and to free the equipment immediately after the training program ends.

G. To _____ Not to _____ be responsible for equipment in transporting and handling.

H. To _____ Not to _____ transport equipment to the training site.

I. To _____ Not to _____ transport equipment from the training site to the vocational center of the district named herein.

J. To _____ Not to _____ furnish manpower and equipment to load and/or unload equipment.

K. To permit the representative of the training institution named herein free access to monitor the use of the equipment for training purposes.

Training Institution

By: _____ Date: _____

Industry

By: _____ Date: _____

APPENDIX C (Cont'd)
EQUIPMENT LIST

(Attach to equipment agreement for equipment to be used in in-plant training.)

PLANT _____

_____

_____

EQUIPMENT

Name _____

Make _____

Model No. _____

Item No. _____

Inventory No. _____

Attachments _____

_____

_____

Condition _____

_____

_____

Plant:

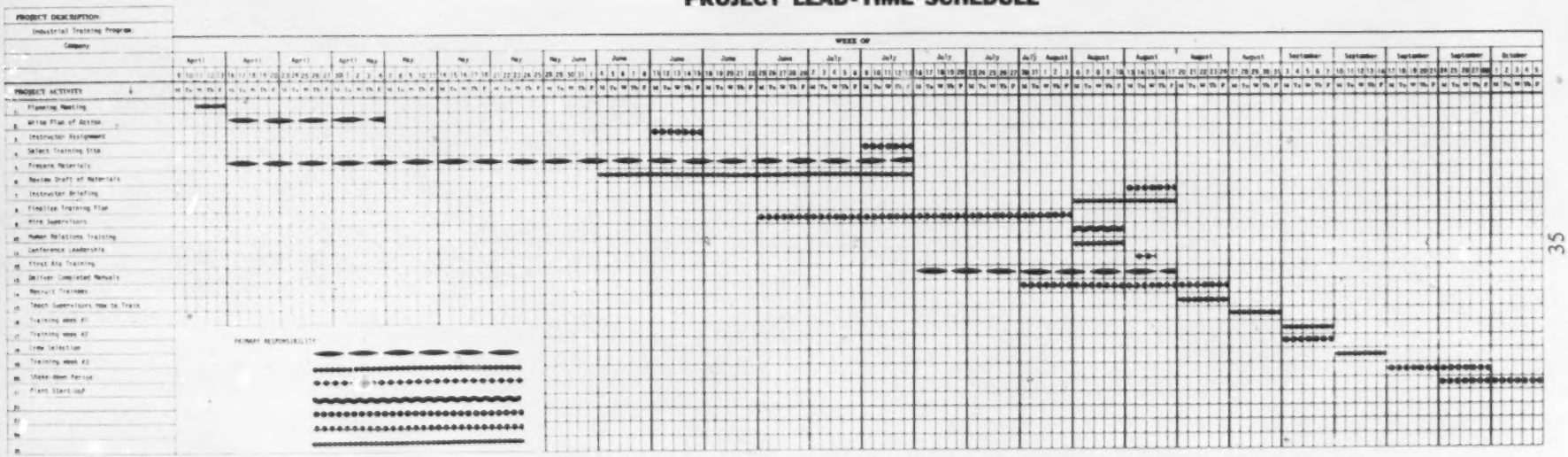
Received by: _____ Date: _____

School:

Returned to: _____ Date: _____

APPENDIX D

PROJECT LEAD-TIME SCHEDULE



APPENDIX E

CASE STUDY INFORMATION REQUIRED FOR DEVELOPING A TRAINING AGREEMENT

A large lumber mill will expand production operations. The company wishes to employ 40 additional people. Some of the key operators and supervisors will come from other lumber mills owned by the company. All personnel will need training in the various lumber mill manufacturing processes.

A commitment has been made to provide training for all personnel. Understandings must be reached for the various aspects of training. The understandings must be placed in writing and distributed to all parties present at the meeting.

Instructor-coordinators are needed for orientation and skill training for the following workers:

1. 3 Forklift operators
2. 2 Crane operators
3. 3 Debarker operators
4. 8 Saw operators
5. 3 Edger operators
6. 3 Trimmer operators
7. 3 Sorter operators
8. 2 Stacker operators
9. 3 Kiln tenders
10. 2 Planer operators
11. 3 Lumber graders
12. 3 Supervisors
13. 2 Maintenance mechanics

The following understandings must be reached:

1. Who will receive **common training and orientation**, how many hours per night, how many nights per week, and how many total hours of training? Will this training be on a pre-employment or in-plant basis? How many instructors will be needed to accommodate the groups? Who will pay for the instruction, and at what rate of pay per hour of instruction? What will be the total cost for instructors in this phase of training?

2. Who will receive **key operator training**? Where will the instruction be provided? Who will pay for any travel to outside plants? How many hours of instruction will be required? Who will pay instructors? What will be the total cost for instructors?
3. Will **instructors** require training? Will persons be brought from other plants to train instructors, or will prospective instructors be required to travel to other plants for training? How many hours of training will be required?
4. Will training **manuals and video tapes** be developed for key operators? Who will develop the materials? What are the deadline dates for completion of the manuals?
5. What **instructional equipment and supplies** will be needed? What will be the cost of each item? Who will pay for equipment and supplies? When will the items be required? Who will make ready equipment and supplies for training.
6. How will instructors be **reimbursed** for training? What records and reports must be submitted by the company in order to receive reimbursement?
7. What **records and reports** are required from the company in order to participate in the training program?
8. Who will conduct **advertising and recruiting** activities? Who will pay for advertisements?
9. What will be the itemized and **total cost** for training?

LIST OF INDUSTRY SERVICES LEADERSHIP DEVELOPMENT MODULES

I. **Orientation to Industry Services**

- A. Introduction to Industry Services
- B. Industry Services Leadership Development Program: Guide for Using the Self-Paced Instructional Modules

II. **Establishing Contacts and Relationships**

- A. Speaking to Industrial and Community Groups
- B. Writing Articles for News Media
- C. Identifying Functions of Agencies Involved in Industry Services
- D. Developing a Brochure for Industry Services

III. **Obtaining Agreements**

- A. Developing Training Agreements
- B. Developing a Lead-time Schedule
- C. Interpreting Legislation Related to Industry Services

IV. **Identifying Training Needs**

- A. Collecting Framework Production and Training Information
- B. Selecting Types of Training Programs
- C. Preparing a Budget for an Industry Services Project

V. **Acquiring Resources**

- A. Selecting Instructors for Industry Services
- B. Securing a Training Site
- C. Securing Training Equipment, Tools, and Supplies

VI. **Training Instructors for Industry Services**

Training Instructors for Industry Services

VII. **Preparing for Training**

- A. Adapting the Training Site to Training Needs
- B. Evaluating Safety Conditions at Training Sites
- C. Announcing the Opening of a Training Program

VIII. **Preparing Training Materials**

- A. Conducting a Task Analysis
- B. Developing Performance Objectives
- C. Determining Types of Instructional Methods and Media
- D. Developing Performance Tests
- E. Developing Training Manuals
- F. Preparing Videotapes for an Industry Services Program
- G. Setting Up Learning Centers for Industry Services Programs

IX. **Selecting Candidates**

Developing a Plan for Testing and Counseling Applicants for a Training Program

X. **Monitoring Training Programs**

- A. Assisting in Providing Pre-Employment and In-Plant Training
- B. Developing a Procedure for Keeping Participating Agencies Informed About Training Program Activities
- C. Monitoring Training Programs for Progress and Expenditures

XI. **Closing Training Programs**

Closing a Training Program

XII. **Placing Program Participants**

Developing a Plan for Placing Graduates of a Pre-Employment Training Program

XIII. **Evaluating Industry Services Programs**

Evaluating Industry Services Programs

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